

Massachusetts Department of Transportation



PROGRAM FOR MASS TRANSPORTATION BUS MODAL PLAN

REQUEST FOR RESPONSE (RFR) PROGRAM FOR MASS TRANSPORTATION BUS MODAL PLAN 2014

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1.0 GENERAL AND REQUIRED SPECIFICATIONS

The terms of *801 CMR 21.00: Procurement of Commodities and Services* (and *808 CMR 1.00: Compliance, Reporting and Auditing for Human and Social Services*, if applicable) are incorporated by reference into this RFR. Words used in this RFR shall have the meanings defined in 801 CMR 21.00 (and 808 CMR 1.00, if applicable). Additional definitions may also be identified in this RFR. Other terms not defined elsewhere in this document may be defined in OSD's [Glossary of Terms](#). Unless otherwise specified in this RFR, all communications, responses, and documentation must be in English, all measurements must be provided in feet, inches, and pounds and all cost proposals or figures in U.S. currency. All responses must be submitted in accordance with the specific terms of this RFR.

Please see RFR Section 5.13 – Disadvantaged Business Enterprise (DBE) for the requirements of the Supplier Diversity Program (SDP)

1.1 Supplier Diversity Program (SDP). Massachusetts Executive Order 524 established a policy to promote the award of state contracts in a manner that develops and strengthens Minority and Women Business Enterprises (M/WBEs) that resulted in the Supplier Diversity Program in Public Contracting. M/WBEs are strongly encouraged to submit responses to this RFR, either as prime vendors, joint venture partners or other type of business partnerships. All bidders must follow the requirements set forth in the SDP section of the RFR, which will detail the specific requirements relating to the prime vendor's inclusion of M/WBEs. Bidders are required to develop creative initiatives to help foster new business relationships with M/WBEs within the primary industries affected by this RFR. In order to satisfy the compliance of this section and encourage bidder's participation of SDP objectives, the Supplier Diversity Program (SDP) Plan for large procurements greater than \$150,000 will be evaluated at 10% or more of the total evaluation.

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Once an SDP Plan is submitted, negotiated and approved, the agency will then monitor the contractor's performance, and use actual expenditures with SDO certified contractors to fulfill their own SDP expenditure benchmarks. M/WBE participation must be incorporated into and monitored for all types of procurements regardless of size; however, submission of an SDP Plan is mandated only for large procurements over \$150,000.

This RFR will contain some or all of the following components as part of the Supplier Diversity Program Plan submitted by bidders:

- Sub-contracting with certified M/WBE firms as defined within the scope of the RFR,
- Ancillary use of certified M/WBE firms,
- Growth and Development activities to increase M/WBE capacity,

A Minority Business Enterprise (MBE), Woman Business Enterprise (WBE), M/Non-Profit, or W/Non-Profit, is defined as such by the Supplier Diversity Office (SDO). All certified businesses that are included in the bidder's SDP proposal are required to submit an up to date copy of their SDO certification letter. The purpose for this certification is to participate in the Commonwealth's Supplier Diversity Program for public contracting. Minority- and Women-Owned firms that are not currently certified but would like to be considered as an M/WBE for the purpose of this RFR should submit their application at least two weeks prior to the RFR closing date and submit proof of documentation of application for consideration with their bid proposal. For further information on SDO certification, contact their office at 1-617-502-8851 or via the Internet at mass.gov/SDO.

1.2 Supplier Diversity Program: Subcontracting Policies: Prior approval of the agency is required for any subcontracted service of the contract. Agencies may define required deliverables including, but not limited to, documentation necessary to verify subcontractor commitments and expenditures with Minority- or Women-Owned Business Enterprises (M/WBEs) for the purpose of monitoring and enforcing compliance of subcontracting commitments made in a bidder's Supplier Diversity Program (SDP) Plan. Contractors are responsible for the satisfactory performance and adequate oversight of its subcontractors.

1.3 Agricultural Products Preference (only applicable if this is a procurement for Agricultural Products) - Chapter 123 of the Acts of 2006 directs the State Purchasing Agent to grant a preference to products of agriculture grown or produced using locally grown products. Such locally grown or produced products shall be purchased unless the price of the goods exceeds the price of products of agriculture from outside the Commonwealth by more than 10%. For purposes of this preference, products of agriculture are defined to include any agricultural, aquacultural, floricultural or horticultural commodities, the growing and harvesting of forest products, the raising of livestock, including horses, raising of domesticated animals, bees, fur-bearing animals and any forestry or lumbering operations.

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- 1.4 Best Value Selection and Negotiation.** The Procurement Management Team may select the response(s) which demonstrates the best value overall, including proposed alternatives that will achieve the procurement goals of the department. The PMT and a contractor, or a contractor, may negotiate a change in any element of contract performance or cost identified in the original RFR or the contractor's or contractor's response which results in lower costs or a more cost effective or better value than was presented in the contractor's or contractor's original response.
- 1.5 Bidder Communication:** Bidders are prohibited from communicating directly with any employee of the procuring department or any member of the PMT regarding this RFR except as specified in this RFR, and no other individual Commonwealth employee or representative is authorized to provide any information or respond to any question or inquiry concerning this RFR. Bidders may contact the contact person for this RFR in the event this RFR is incomplete or the bidder is having trouble obtaining any required attachments electronically through CommPass.
- 1.6 CommBuys:** COMMBUYS is the official source of information for this Bid and is publicly accessible at no charge at <http://www.commbuys.com>. Information contained in this document and in each tab of the Solicitation, including file attachments, and information contained in the related Bid Questions and Answers (Q&A), are all components of the bid, as referenced in COMMBUYS, and are incorporated into the Bid and any resulting contract.

Bidders are solely responsible for obtaining all information distributed for this Bid via COMMBUYS. Bid Q&A supports Bidder submission of written questions associated with a Bid and publication of official answers.

It is each Bidder's responsibility to check CommBuys for:

- Any amendments, addenda or modifications to this Bid, and
- Any Bid Q&A records related to this Bid.

The Commonwealth accepts no responsibility and will provide no accommodation to Bidders who submit a Response based on an out-of-date Solicitation or on information received from a source other than COMMBUYS.

- 1.7 CommBuys Subscription:** Bidders may elect to obtain a free COMMBUYS Seller subscription which provides value-added features, including automated email notification associated with postings and modifications to COMMBUYS records. However, in order to respond to a Bid, Bidders must register and maintain an active COMMBUYS Seller subscription account.

All Bidders submitting a Quote (previously referred to as Response) in response to this Bid (previously referred to as Solicitation) agree that, if awarded a contract: (1) they will maintain an active seller account in COMMBUYS; (2) they will, when directed to do so by the procuring entity, activate and maintain a COMMBUYS-

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enabled catalog using Commonwealth Commodity Codes; (3) they will comply with all requests by the procuring entity to utilize COMMBUYS for the purposes of conducting all aspects of purchasing and invoicing with the Commonwealth, as added functionality for the COMMBUYS system is activated; (4) Bidder understands and acknowledges that all references to the Comm-PASS website or related requirements throughout this RFR, shall be superseded by comparable requirements pertaining to the COMMBUYS website; and (6) in the event the Commonwealth adopts an alternate market center system, successful Bidders will be required to utilize such system, as directed by the procuring entity. Commonwealth Commodity Codes are based on the United Nations Standard Products and Services Code (UNSPSC).

The COMMBUYS system introduces new terminology, which bidders must be familiar with in order to conduct business with the Commonwealth. To view this terminology and to learn more about the COMMBUYS system, please visit the [COMMBUYS Resource Center](#).

- 1.8 Contract Expansion:** If additional funds become available during the contract duration period, the department reserves the right to increase the maximum obligation to some or all contracts executed as a result of this RFR or to execute contracts with contractors not funded in the initial selection process, subject to available funding, satisfactory contract performance and service or commodity need.
- 1.9 Multiple Quotes:** Bidders may not submit Multiple Quotes in response to a Bid unless the RFR authorizes them to do so. If a Bidder submits multiple quotes in response to an RFR that does not authorize multiple responses, only the latest dated quote submitted prior to the bid opening date will be evaluated.
- 1.10 Quote Content:** Bid specifications for delivery, shipping, billing and payment will prevail over any proposed Bidder terms entered as part of the Quote, unless otherwise specified in the Bid.
- 1.11 Costs:** Costs which are not specifically identified in the bidder's response, and accepted by a department as part of a contract, will not be compensated under any contract awarded pursuant to this RFR. The Commonwealth will not be responsible for any costs or expenses incurred by bidders responding to this RFR.
- 1.12 Debriefing:** Non-successful bidders may request a debriefing from the department. Department debriefing procedures may be found in the RFR. Non-successful POS bidders aggrieved by the decision of a department must participate in a debriefing as a prerequisite to an administrative appeal.
- 1.13 Electronic Communication/Update of Bidder's/Contractor's Contact Information:** It is the responsibility of the prospective bidder and awarded contractor to keep current on COMMBUYS the email address of the bidder's contact person and prospective contract manager, if awarded a contract, and to

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monitor that email inbox for communications from the SST, including requests for clarification. The SST and the Commonwealth assume no responsibility if a prospective bidder's/awarded contractor's designated email address is not current, or if technical problems, including those with the prospective bidder's/awarded contractor's computer, network or internet service provider (ISP) cause email communications sent to/from the prospective bidder/awarded contractor and the SST to be lost or rejected by any means including email or spam filtering.

- 1.14 Electronic Funds Transfer (EFT).** All bidders responding to this RFR must agree to participate in the Commonwealth Electronic Funds Transfer (EFT) program for receiving payments, unless the bidder can provide compelling proof that it would be unduly burdensome. EFT is a benefit to both contractors and the Commonwealth because it ensures fast, safe and reliable payment directly to contractors and saves both parties the cost of processing checks. Contractors are able to track and verify payments made electronically through the Comptroller's Vendor Web system. A link to the EFT application can be found on the [OSD Forms](http://www.mass.gov/osd) page (www.mass.gov/osd). Additional information about EFT is available on the [VendorWeb](http://www.mass.gov/osc) site (www.mass.gov/osc). Click on MASSfinance.

Successful bidders, upon notification of contract award, will be required to enroll in EFT as a contract requirement by completing and submitting the *Authorization for Electronic Funds Payment Form* to this department for review, approval and forwarding to the Office of the Comptroller. If the bidder is already enrolled in the program, it may so indicate in its response. Because the *Authorization for Electronic Funds Payment Form* contains banking information, this form, and all information contained on this form, shall not be considered a public record and shall not be subject to public disclosure through a public records request.

The requirement to use EFT may be waived by the PMT on a case-by-case basis if participation in the program would be unduly burdensome on the bidder. If a bidder is claiming that this requirement is a hardship or unduly burdensome, the specific reason must be documented in its response. The PMT will consider such requests on a case-by-case basis and communicate the findings with the bidder.

- 1.15 Environmental Response Submission Compliance:** In an effort to promote greater use of recycled and environmentally preferable products and minimize waste, all responses submitted should comply with the following guidelines:

- All copies should be printed double sided.
- All submittals and copies should be printed on recycled paper with a minimum post-consumer content of 30% or on tree-free paper (i.e. paper made from raw materials other than trees, such as kenaf). To document the use of such paper, a photocopy of the ream cover/wrapper should be included with the response.
- Unless absolutely necessary, all responses and copies should minimize or eliminate use of non-recyclable or non-re-usable materials such as plastic

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report covers, plastic dividers, vinyl sleeves and GBC binding. Three ringed binders, glued materials, paper clips and staples are acceptable.

- Bidders should submit materials in a format which allows for easy removal and recycling of paper materials.
- Bidders are encouraged to use other products which contain recycled content in their response documents. Such products may include, but are not limited to, folders, binders, paper clips, diskettes, envelopes, boxes, etc. Where appropriate, bidders should note which products in their responses are made with recycled materials.
- Unnecessary samples, attachments or documents not specifically asked for should not be submitted.

1.16 Executive Order 509, Establishing Nutrition Standards for Food Purchased and Served by State Agencies: Food purchased and served by state agencies must be in compliance with Executive Order 509, issued in January 2009. Under this Executive Order, all contracts resulting from procurements posted after July 1, 2009 that involve the purchase and provision of food must comply with nutrition guidelines established by the Department of Public Health (DPH). The nutrition guidelines are available at the Department's website: [Executive Order # 509 Guidance](#).

1.17 HIPAA: Business Associate Contractual Obligations. Bidders are notified that any department meeting the definition of a Covered Entity under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) will include in the RFR and resulting contract sufficient language establishing the successful bidder's contractual obligations, if any, that the department will require in order for the department to comply with HIPAA and the privacy and security regulations promulgated thereunder (45 CFR Parts 160, 162, and 164) (the Privacy and Security Rules). For example, if the department determines that the successful bidder is a business associate performing functions or activities involving protected health information, as such terms are used in the Privacy and Security Rules, then the department will include in the RFR and resulting contract a sufficient description of business associate's contractual obligations regarding the privacy and security of the protected health information, as listed in 45 CFR 164.314 and 164.504 (e), including, but not limited to, the bidder's obligation to: implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the protected health information (in whatever form it is maintained or used, including verbal communications); provide individuals access to their records; and strictly limit use and disclosure of the protected health information for only those purposes approved by the department. Further, the department reserves the right to add any requirement during the course of the contract that it determines it must include in the contract in order for the department to comply with the Privacy and Security Rules. Please see other sections of the RFR for any further HIPAA details, if applicable.

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1.18 Minimum Bid Duration. Bidders responses/bids made in response to this RFR must remain in effect for at least 90 days from the date of bid submission.

1.19 Pricing: Price Limitation: The bidder must agree that no other state or public entity customer within the United States of similar size and with similar terms and conditions shall receive a lower price for the same commodity and service during the contract period, unless this same lower price is immediately effective for the Commonwealth. If the Commonwealth believes that it is not receiving this lower price as required by this language, the bidder must agree to provide current or historical pricing offered or negotiated with other state or public entities at any time during the contract period in the absence of proprietary information being part of such contracts.

1.20 Prompt Payment Discounts (PPD). All bidders responding to this procurement must agree to offer discounts through participation in the Commonwealth Prompt Payment Discount (PPD) initiative for receiving early and/or on-time payments, unless the bidder can provide compelling proof that it would be unduly burdensome. PPD benefits both contractors and the Commonwealth. Contractors benefit by increased, usable cash flow as a result of fast and efficient payments for commodities or services rendered. Participation in the Electronic Funds Transfer initiative further maximizes the benefits with payments directed to designated accounts, thus eliminating the impact of check clearance policies and traditional mail lead time or delays. The Commonwealth benefits because contractors reduce the cost of products and services through the applied discount. Payments that are processed electronically can be tracked and verified through the Comptroller's Vendor Web system. The PPD form can be found under the Forms and Terms tab of this solicitation.

Bidders must submit agreeable terms for Prompt Payment Discount using the PPD form within their proposal, unless otherwise specified by the PMT. The PMT will review, negotiate or reject the offering as deemed in the best interest of the Commonwealth.

The requirement to use PPD offerings may be waived by the PMT on a case-by-case basis if participation in the program would be unduly burdensome on the bidder. If a bidder is claiming that this requirement is a hardship or unduly burdensome, the specific reason must be documented in or attached to the PPD form.

1.21 Public Records: All responses and information submitted in response to this RFR are subject to the Massachusetts Public Records Law, M.G.L., c. 66, s. 10, and to c. 4, s. 7, ss. 26. Any statements in submitted responses that are inconsistent with these statutes shall be disregarded.

1.22 Reasonable Accommodation: Bidders with disabilities or hardships that seek reasonable accommodation, which may include the receipt of RFR information in an alternative format, must communicate such requests in writing to the contact person. Requests for accommodation will be addressed on a case by case basis. A bidder requesting accommodation must submit a written statement which describes

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the bidder's disability and the requested accommodation to the contact person for the RFR. The PMT reserves the right to reject unreasonable requests.

- 1.23 Restriction on the Use of the Commonwealth Seal:** Bidders and contractors are not allowed to display the Commonwealth of Massachusetts Seal in their bid package or subsequent marketing materials if they are awarded a contract because use of the coat of arms and the Great Seal of the Commonwealth for advertising or commercial purposes is prohibited by law.
- 1.24 Subcontracting Policies:** Prior approval of the department is required for any subcontracted service of the contract. Contractors are responsible for the satisfactory performance and adequate oversight of its subcontractors. Human and social service subcontractors are also required to meet the same state and federal financial and program reporting requirements and are held to the same reimbursable cost standards as contractors.
- 1.25 Acquisition Method:** This will be a fee for services contract. Contractors will enter into agreement with MassDOT to provide Consulting services as described further in this RFR.
- 1.26 Single/Multiple Contractors:** MassDOT will award a single contract as a result of this procurement.
- 1.27 Single/Multiple Department Use:** This is a single, department procurement for MassDOT only.
- 1.28 Expected Duration of Contract:** 12 Months.
- 1.29 ANTICIPATED EXPENDITURES, FUNDING OR COMPENSATION FOR EXPECTED DURATION:** THE ESTIMATED COST OF THE INITIAL 12 MONTH STUDY IS \$350,000 INCLUSIVE OF DIRECT SALARY, INDIRECT COSTS, DIRECT COSTS AND FEE; AND WILL BE PARTIALLY FUNDED THROUGH THE STATE PLANNING AND RESEARCH (SPR) FUNDS.
- 1.30 Right of Protest (FTA Circular 4220.1F)** If a Contractor has a grievance with a solicitation or award, they may protest to the Procurement Team Manager within 5 days of award. The written protest shall include the name of the protestor, solicitation/contract number or description, and a statement of the grounds for protest. Protests should be filed with the Procurement Team Manager at the following address:

Tom Stein
Federal Procurement Officer
Massachusetts Department of Transportation
Rail & Transit Division
10 Park Plaza, Room 5522
Boston, MA 02116

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Phone: (857) 368-9141

Tom.stein@state.ma.us

The Procurement Team Manager will investigate the complaint and decide whether the complaint is justified and if so, what corrective action should be taken. All decisions by the Procurement Team Manager are final.

The Federal Transit Administration will only entertain a protest that alleges the Massachusetts Department of Transportation failed to follow the stated protest procedures. Such protests to FTA shall be filed in accordance with FTA Circular 4220.1F.

2.0 PURPOSE OF THE PROCUREMENT

The Program for Mass Transportation (PMT) is the Massachusetts Bay Transportation Authority's long-range capital planning document defining a 25-year vision for public transportation in eastern Massachusetts. The MBTA's enabling legislation requires the Authority to update the PMT every five years and to implement the policies and priorities outlined in it through the annual Capital Investment Program (CIP). In addition to supporting regional planning, the PMT provides input to the statewide, multimodal, long-range transportation plan developed by the Massachusetts Department of Transportation.

The last several iterations of the PMT have been developed to chart a long-term "vision" for capital improvements. As such, these PMTs were designed to be financially unconstrained and focused disproportionately on evaluating major capital expansion projects. This dynamic led to a focus on projects and not the overall needs of the system. For example, the last PMT (released in 2009) spends more than triple the number of pages reviewing possible expansion projects than it does identifying essential state of good repair (SGR) capital needs. By contrast, the 2009 MBTA Review, released the same month as the last PMT, estimated that the backlog of state of good repair capital needs exceeded \$3 billion, an amount that would require a \$700 million annual investment to simply prevent the backlog from growing.

Given the considerations listed above, it is more beneficial for the new PMT to appropriately focus a greater emphasis on the vast backlog of SGR needs, while also allowing for the most pressing transit capacity and mobility needs. In this way, the PMT will identify a set of achievable investments that will still help the MBTA and MassDOT advance towards a future transit system that meets our statewide mobility goals and objectives. The new PMT should not include or recommend any capital expansion projects costing over \$250 million that have not already been identified through the Boston MPO and other relevant MPO regional transportation plans. A reduced focus on major capital expansion projects will instead be supplanted by visionary projects requiring a more modest level of annual capital funding such as segments of bus rapid transit (BRT), enhanced amenities and features on existing bus routes, infill stations on existing lines, and station modifications to support diesel multiple units (DMU) service.

To ensure that all modes of transit operated by the MBTA are treated with the proper level of attention, MassDOT intends to present the PMT as a series of modal-specific planning efforts. The PMT will essentially become the umbrella term for a family of plans which will be conducted over the next 18 months. Although all of these plans will be consistent in organization and presentation, they will be developed as independent

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documents, be the product of separate procurement processes, and be conducted on various timelines.

This scope of work focuses on the MBTA's bus system, which consists of more than 170 routes with hundreds of route variations, serving 8,500 bus stops across 44 municipalities. The bus network is a critical component of the MBTA system, carrying 390,000 passengers daily. This service is provided by a team of 1,600 bus operators driving 1,000 vehicles that are garaged and maintained at nine facilities (Albany, Arborway, Bennett/Charlestown, Cabot, Fellsway, Lynn, North Cambridge, Quincy, Southampton) distributed around Greater Boston.

The Bus Modal Plan will be one of five modal plan components of the larger PMT. Each modal plan will be developed as a standalone document, with separate consultant support procurement processes. The Bus Modal Plan scope of work differs slightly from that of the other four modal plans in the following ways:

- While each PMT modal plan will be developed as an independent document, they will each follow similar formats and share a consistent graphic style. The overall PMT format and style will be developed as part of the Bus Modal Plan.
- Although the PMT is defined as a long-range capital planning document, the Bus Modal Plan work will be coordinated (in terms of schedule and civic engagement) with the MBTA's Service Plan.
- The civic engagement effort in support of the Bus Modal Plan will be more extensive, given the need to coordinate outreach with the MBTA Service Plan.
- The Bus Modal Plan will also address other key issues/tasks that have been identified by the MBTA (and described in the scope) that would not typically be considered PMT issues, such as service levels and operations.

The Consultant will also be expected to work closely with the team developing the MBTA's upcoming comprehensive, top down assessment of the Authority's business practices and operations. This project, with the working title of "MBTA Futures: Charting the Path to Transit Excellence", will focus on "self-improvement" opportunities and specific action that can be implemented to better overall MBTA operations. MBTA Futures will emphasize safety, reliability, customer service and customer satisfaction; streamlining, improvement and modernization of its overall management, financial, and administrative processes and practices; and the deployment of new technologies. The Bus Modal Plan's civic engagement effort will be coordinated, and possibly combined, with the MBTA Futures work, and the Consultant will work with MassDOT and the MBTA to minimize any duplication of effort between the MBTA's strategic plan and the long-range capital-focused PMT.

Training under this solicitation includes, but may not be limited to, the follow scope of work:

3.0 SCOPE OF WORK/TASKS/DELIVERABLES

The following is the scope of work, consisting of seven tasks, to be undertaken by the consultant in order to complete the Bus Modal Plan of the PMT. The consultant will be responsible for all tasks, subtasks and products, unless otherwise specifically indicated. Prospective consultants are encouraged to include in their response to RFR innovative approaches to the tasks that enable improved results, faster completion of tasks, and/or more economical performance of tasks. Prospective consultants are expected to prepare a

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detailed schedule that lays out tasks, key milestones, and assumptions about baseline data and other supporting information in a manner that is responsive to the overall project schedule.

3.1 TASK 1. Study Background

The purpose of this task is for the consultant to develop the framework necessary to conduct the study.

A. Study Background / Familiarization

The MBTA's bus network is both extensive and capable of handling significant passenger volumes. Covering a large network of 176 route miles, with over 1,000 buses serving 8,000 bus stops on 190 routes, the bus system is also complex in its management. MBTA Bus Operations plays the most visible role in ensuring that the system is well-functioning, capable of responding quickly as circumstances change (i.e. providing shuttle replacement service when a portion of the rail rapid transit network is shut down, and modifying service in response to severe weather events), and is operated by a professional and customer-focused staff. The Automotive Maintenance Department is responsible for keeping the bus fleet in good repair, and able to meet early morning pull-outs each day. The Vehicle Engineering Department focuses on the ongoing need to procure new vehicles as the fleet ages, while also directing mid-life overhauls to extend the lifespan of buses already in the fleet. Service and Schedule Planning work throughout the year modifying schedules to reflect changes in demand and traffic conditions, and when possible to introduce new service.

Numerous other MBTA departments—Automatic Fare Collection, Police, Power, Safety and Systemwide Accessibility, to name a few—also play important roles in the MBTA's bus system, and lead initiatives designed to maintain or improve system effectiveness. Beyond the organizational structure of the MBTA are several other key actors. MassDOT plays multiple roles—funding source, long range planning, state road design and maintenance—affecting the MBTA bus system. Massport policies on curb allocation and fare collection at Logan Airport impact and enhance the effectiveness of the critical Silver Line service. The 44 municipalities served by MBTA bus routes are also critical partners responsible for the maintenance and operation of most of the route miles served as well as for allocating curb space for bus stops.

The Bus Modal Plan will serve as a roadmap for bus investments and innovation over the PMT time horizon. Unlike the traditional PMT, the BMP will have an expanded focus that considers operational and policy improvements, in addition to capital investments in the system. The BMP component of the PMT (which will be designed to work as a standalone document), will ensure that decision makers and departments responsible for implementation have a comprehensive understanding of the range of bus-related initiatives, and therefore a collective vision of how this critical mode will be enhanced in the coming years. The Bus Modal Plan will identify each current and upcoming initiative and summarize

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their scope, schedule, cost and funding source. Specific departments and, where relevant, individuals with responsibility for each initiative, will be noted. In this way, the full range of MBTA bus stakeholders—the general public, elected officials, federal agencies and other state agencies, municipalities, advocates, and most importantly our customers—will enjoy full transparency. The Bus Modal Plan will also identify potential strategies for future investment in the MBTA bus system.

The consultant will review the status of MBTA Bus system rolling stock, other assets and infrastructure, and planning initiatives. This will involve the review of all planning documents that may inform the plan including, but not limited to, the latest regional transportation plans and the transportation improvement programs from each region of the Commonwealth, as well as any recent plans developed by the MBTA, such as their most recent State of Good Repair (SGR) database. The consultant should work with the MBTA in order to fully understand the capabilities and limitations of the SGR Database. Among the recently completed or ongoing documents, initiatives and projects the Consultant will be expected to become familiar with are:

- Central Transportation Planning Staff (CTPS) work in support of the MBTA, including the MBTA Service Standards and Service Delivery Policy Update, evaluation of the potential for limited-stop service on transit routes, MBTA Title VI compliance analysis, Core Efficiencies Study
- CTPS work in support of MassDOT initiatives, such as the Massachusetts Regional Bus Study, and identification of new regional bus routes
- Silver Line Gateway
- Key Bus Routes Improvements Project
- Roxbury/Dorchester/Mattapan Transit Needs Study, including recent MBTA efforts to advance its recommendations such as the Dudley Station Circulation Improvements project, reallocation and better distribution of retail sales terminals, real time info displays at major transit hubs and increased marketing efforts in support of phone-based real time info in the RDM study area.
- MBTA ongoing efforts to identify off board fare collection and transit signal priority opportunities
- Ongoing and upcoming efforts to overhaul or replace existing MBTA rolling stock, including the Neoplan Dual Mode Articulated mid life overhauls, the New Flyer Reliability Improvement Program, emission controlled diesel bus overhaul program, and new procurement of more than 400 vehicles in the next five years
- Barr Foundation's Bus Rapid Transit Network Plan
- MBTA's Bi-Annual Service Plan
- MBTA Facility Assessment and Fuel Technology Implementation Report
- MBTA Employee Availability Project
- MBTA Daily Operations Resource Management (DORM) Project

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- Ongoing efforts by the MBTA to identify a solution to long-term vehicle maintenance and storage facility needs
- MassDOT’s GreenDOT Implementation Plan

Recent efforts outside of Massachusetts, where relevant to the MBTA’s Bus system, may also be considered to help inform this plan. Parallel efforts within the Commonwealth must also be considered as primary sources of key information and coordination, including MassDOT’s The Way Forward: A 21st Century Transportation Plan, the weMove Massachusetts statewide multimodal planning process, the 2014-2018 MassDOT Transportation Capital Investment Program, MBTA Program for Mass Transportation (2009), and the Fiscal Year 2015-2019 MBTA Capital Investment Program. Ongoing project planning efforts within MassDOT that will also help guide decision making include the Silver Line Gateway project, among others.

Prospective consultants are encouraged to demonstrate their understanding of the MBTA’s Bus system, and important sources of data for completing the plan. MassDOT will work with the consultant to facilitate rapid compilation of key outstanding data from MassDOT agencies, other state agencies, and other sources, including the MBTA’s work in developing a draft service plan.

B. Study Area

The study area will include the entire MBTA Bus network and the municipalities in which it provides service. The study area will also include municipalities within the MBTA service area that receive MBTA-subsidized bus service through the suburban mobility program (as well as those services themselves).

The study area will also include all support facilities, maintenance yards and bus garages. To the extent that there may be other municipalities outside of this area that may offer opportunities for maintenance or garage facilities to support the MBTA bus network, these cities or towns will be also be considered part of the study area.

Product – Study Area Map with explanatory documentation and statistics

3.2 TASK 2. Civic Engagement

Potential consultants should design an extensive, quality civic engagement process that provides opportunities for public input and is coordinated with the MBTA Service Plan’s civic engagement needs as well as with the MBTA’s parallel work plan MBTA Futures: Charting the Path to Transit Excellence. Similar to Futures, transparency throughout the study process should also include thorough internal communication as well as employee engagement strategies. This coordination could include the combining of public events. The consultant should reference the most current MassDOT guidelines on public participation as part of this task. The SGR-emphasis of the PMT suggests that internal MBTA/MassDOT stakeholder input will be an important focus. However, the

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bus mode touches MBTA customers in every corridor and every municipality within which the MBTA fixed route system operates, so the input of the broader public and key stakeholder groups will be critical to inform decisions on how to prioritize asset classes.

Consultants should be prepared to provide strategic guidance on how best to develop a robust internal and external Communications and Outreach Plan. Meeting materials and meeting logistics will be the primary responsibility of the Consultant. All meetings will be held in accessible locations that are also readily accessible using the MBTA system. For systemwide civic engagement efforts on service related issues (such as the outreach that would support the Service Plan), the MBTA typically plans for 10 public meetings. The consultant should therefore plan for participation in 10 meetings as part of the coordinated outreach, in addition to one or two additional meetings specific to the PMT's Bus Modal Plan.

Also included will be the preparation and distribution of printed and electronic media. The selected consultant will provide appropriate material to the Office of Transportation Planning in support of the project's website. Technical work presented at meetings is assumed to be drawn from work performed under the various technical tasks elsewhere in this scope of work. Unless otherwise directed, the consultant will attend all public meetings, take notes, and track comments. Prospective consultants are encouraged to discuss and propose options for structuring the public process (meetings, workshops, interviews with industry representatives, etc.) in their proposals.

The consultant is required to provide accessible electronic deliverables. For purposes of this provision, "accessible" shall be construed to mean accessible and usable by people with disabilities, including use with assistive technologies. For the purposes of this provision, the term "electronic deliverables" includes, but is not limited to any or all of the following: textual documents such as pamphlets, presentations, specifications, cost estimates, studies, and reports posted on public facing websites or web based content, and applications.

All elements included in the civic engagement process must include specific communication strategies to provide continuous and meaningful opportunities for involvement by the public in order to be in compliance with the Title VI considerations. These strategies must provide the opportunity for the full and fair participation by all potentially affected communities, including minority and low-income populations. Likewise, these strategies must include provisions to actively engage minorities and gather their responses, as well as mitigate against potential discrimination based on race, color, national origin, English proficiency, income, religious creed, ancestry, disability, age, gender, sexual orientation, military service, or gender identity or expression. All public materials supporting the Civic Engagement Plan, including those posted to the project website, must be in an accessible format consistent with MassDOT guidelines. Please refer to the following address for additional information on accessibility:

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<http://www.adobe.com/accessibility/products/acrobat/pdf/A9-accessible-pdf-from-word.pdf>

Deliverables, or components thereof, such as plans, drawings, schedules, field notes, measurements or calculations that cannot reasonably be made accessible will be exempt from these requirements, subject to review and approval by MassDOT. Compliance with the following standards (“Accessibility Standards”) is required to ensure accessibility of MassDOT electronic deliverables for dissemination including web sites, or any electronic content or service: Web Content Accessibility Guidelines (WCAG) 2.0 Level AA -- <http://www.w3.org/TR/WCAG20/>; and when applicable:

Enterprise IT Accessibility Standards -- <http://www.mass.gov/anf/research-and-tech/policies-legal-and-technical-guidance/it-policies-standards-and-procedures/ent-pols-and-stnds/accessibility-standards/enterprise-it-accessibility-standards.html>

Prior to delivery, the consultant is responsible for confirming deliverable compliance with the Accessibility Standards. The consultant shall be responsible for curing each instance of non-compliance identified by MassDOT with the foregoing accessibility requirements at no additional cost.

Product – Civic Engagement Plan

3.3 TASK 3. Develop Evaluation Framework

The consultant will work with MassDOT to develop a methodology to evaluate and prioritize future investments in the MBTA’s Bus system. A framework must be developed that allows potential investments to be compared against each other, and permits MassDOT to make systematic comparisons.

The evaluation framework will be used to compare the benefits and opportunity costs of various investment strategies in a manner similar to the methodology employed by the weMove Massachusetts Planning for Performance Tool. As part of this effort, MassDOT seeks to add to the list of asset categories currently considered by the Planning for Performance tool. To minimize the need for additional data collection efforts, any new metrics should align, to the extent possible, with the information available through the MBTA’s State of Good Repair Database. The information should be sufficient to identify existing social equity impacts to comply with the Americans with Disabilities Act, and to detect any major breaks in accessible paths of travel, demographic and population to identify minority, low income, and limited-English proficiency populations within the study area in order to comply with title VI considerations.

The evaluation framework should be informed by the vision for the bus system identified by the MBTA, MassDOT and the input received in Task 2. Key questions the framework might consider are:

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- What should bus ridership be in 20 years based on existing state or MBTA goals?
- What changes to the network (fleet, facilities, infrastructure) will be required to meet this demand?
- What is and will be the cost of maintaining the status quo network over the life of the PMT planning horizon?
- What will be the cost of matching supply to optimal demand?
- Are new garage and/or maintenance facilities required?
- Where will new facilities be located, and how?
- What impact does fare policy have on the existing supply/demand ratio and in the optimal one?
- What are the impacts of the network (fleet, facilities, and infrastructure)/changes to the network on greenhouse gas emissions?
- What are the impacts of the network (fleet, facilities, and infrastructure)/changes to the network on public health?

The evaluation framework should be consistent with any modifications to MBTA bus design standards that may occur during the duration of this contract.

The criteria developed as part of this plan should also be consistent with any new sustainability and health metrics developed for incorporation into the Planning for Performance tool under Phase II of weMove Massachusetts. The criteria should employ Title VI considerations as well as utilize available MassDOT analytical tools to identify disparate impacts and disproportionate burdens of investments. It should also be consistent with the project prioritization tool being developed by the Project Selection Advisory Council.

The evaluation framework shall also assess project/program consistency with both MassDOT's GreenDOT Policy and Implementation Plan and MassDOT's Mode Shift Goal, which calls for tripling the share of travel by walking, bicycling, and public transit between 2010 and 2030. The framework should respond to any final recommendations of the Project Selection Advisory Council. The role that the MBTA Bus system can plan to support the Massachusetts Statewide Housing Production Goal should also be considered in the development of criteria.

Product – Evaluation Framework Memo, identifying all criteria and describing how they will be applied in the Bus Modal Plan

3.4 TASK 4. Existing Conditions and 20 Year Needs Assessment

The purpose of this task is to analyze existing conditions and trends across the entirety of the MBTA's Bus system, and develop an understanding of the system's future needs over the PMT planning horizon. To develop a comprehensive analysis of the system's existing conditions and future needs, the consultant will be expected to refer to information available through the MBTA's State of Good Repair Database and to consult with MBTA and MassDOT

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management level personnel overseeing all aspects of the Bus system. The Consultant will also reference the MBTA Futures planned review of MBTA operational and financial performance, and the Central Transportation Planning Staff's ongoing work on the MBTA Service Standards and Service Delivery Policy Update. To complete this task the consultant will need to gain a thorough understanding of MBTA Bus fleet, support facilities, operations, and physical and regulatory context, including but not limited to the following:

- Service (route and system level data) including: revenue vehicle hours and revenue vehicle miles, passengers per hour and per mile, travel speeds, consistency with service delivery policy criteria (crowding, on-time performance, span and frequency of service, coverage, and cost effectiveness), on-street congestion, reliability, delay associated with on board fare collection, environmental justice analysis, and coordination with other carriers (university/institutional shuttles, Transportation Management Associations, regional transit authorities, private carriers) and modes (other MBTA services, bicycle, pedestrian, intercity rail).
- Facilities, including: locations, capacities, conditions; employee facilities; customer amenities
- Fleet (roster, age, regulatory issues)
- Safety and accessibility including bus stop compliance with the Boston Center for Independent Living settlement.
- Staffing and organization (management, staffing levels, training, customer support)
- Technology (dispatch, operational communications, system data, performance, utilization)
- Customer communications
- Environmental impacts, including: vehicle motive power, fuel efficiency, emissions, resiliency in the face of climate change and sea level rise
- Governance and jurisdiction including the roles and responsibilities of various operators (MBTA, RTAs, TMAs, etc.), and how the provision of service affects future system improvements.
- Review of customer and employee safety data
- Non-fare revenue generating activities, including advertising
- Existing communication methods with the traveling public about delays
- Recommendations for stop consolidation and/or closure
- Labor agreements (MBTA Futures review of collective bargaining agreements and employment practices should be the primary source of information)

The consultant will organize the needs identified into the following categories – actual present needs, and future needs necessary to support both the MBTA/MassDOT goals and the statewide goals (housing creation, greenhouse gas emission reductions, etc.) identified in Tasks 2 and 3.

Product – Existing Conditions and 20 Year Needs Assessment Report

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3.5 TASK 5. Future Funding Scenarios

In a departure from past PMTs, this plan will be fiscally constrained. The consultant will work with both MBTA and MassDOT Budget offices to develop reasonable projections of available capital and operating funds over the 20 year planning horizon of the PMT. This work will include coordination with the MBTA Futures review of the MBTA's 5, 10 and 20 year financial plans and forecasts. To account for uncertainty in changes to federal and state funding availability, MassDOT will direct the consultant to develop at least one additional funding scenario. This additional scenario will assume a specific departure from budget office assumptions (for example, the elimination of the MBTA's capital debt burden from Central Artery mitigation projects), or simple percentage increases/decreases in available capital funding (+/- 10 to 20%), or that the necessary funding would be available to achieve a system which meets our long term goals as they relate MassDOT's mode shift goal and greenhouse gas emissions reductions, or to achieving a state of good repair.

The consultant will work with the MBTA and MassDOT to define the alternate funding scenario.

Product – Excel spreadsheet outlining capital and operating funding levels/sources, and supporting memo explaining assumptions and potential risks

3.6 TASK 6. Scenario Development and Evaluation

The purpose of this task is to work with MassDOT and the MBTA in the development of a series of three to four scenarios for evaluation. The scenarios will respond to the needs identified in Task 4, and will represent investment programs capable of being funded under the financial scenarios developed in Task 5. The scenarios will finally be evaluated, both comprehensively and on an individual project/program basis, on how they perform against the criteria developed in Task 3.

A. Scenario Development

The consultant shall develop a series of scenarios for system wide improvement of the MBTA Bus system. These scenarios should include details on a variety of implementation scales, including statewide changes to funding and operational structure, governance, organizational improvements, and improvements to specific underperforming segments of the network. Scenarios should also vary in implementation time, with a short-, medium-, and long-term focus, and could include system expansion including bus rapid transit corridors; equipment necessary to support operational improvements such as queue jumps, transit signal priority (including use of innovative new technology), customer information, bicycle accommodation and off board fare collection; new bus technologies that can reduce greenhouse gas emissions and category pollutants; etc. Improvements to each of the asset categories and systems reviewed under the

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Task 4 Needs Assessment should be considered as part of the scenario development.

As part of the scenario development process, the consultant should develop a detailed fiscal analysis of proposed scenarios. This analysis should include the potential cost savings or increases to customers, MBTA and Commonwealth. This analysis should include financial modeling and simulation.

The scenarios should be focused on system wide improvements for MBTA Bus customers, and should be developed in concert with MBTA/MassDOT and its stakeholders as part of the civic engagement program identified in Task 2. The scenarios should also be designed to assess how best to assign resources to bring about improvements for on time performance and scheduling.

The level of detail for improvements to the bus system should be descriptive enough to help MassDOT understand the benefits of the improvements, so that they can be evaluated in a prioritization methodology (see below).

- Improvements identified in the MBTA Futures process as part of that project's focus on "BIG ideas" and innovative concepts.
- Projects to support resilience and asset hardening in the face of climate change.

B. Scenarios Evaluation

The consultant will evaluate each of the scenarios developed in Task 6A. This evaluation will aid MassDOT and the MBTA with the development of future recommendations. The framework developed in Task 3 will be used for this evaluation. The consultant will prepare a report on scenario development, evaluation, and stakeholder feedback.

The consultant should also analyze the possible social equity impacts of the developed alternatives and how they may impact or benefit the minority or low-income populations that have been identified. The consultant will determine if any of the alternatives and resulting mitigation is likely to result in effects that are disproportionate, high, and adverse to these populations. If so, the consultant will quantify the location, severity, and impacted population and identify potential mitigation.

The consultant will also identify the long term impact of scenarios on staffing, scheduling, and—by extension—crowding and on-time performance.

Product - Report cataloguing and evaluating all alternative scenarios developed.

3.7 TASK 7. Recommended PMT Bus Modal Plan (final report)

The consultant will begin work on the Bus Modal Plan component of the PMT in fall 2014. A draft Bus Modal Plan will be complete by spring of 2015 with a final

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plan by fall 2015. The final plan should be in a format that will then be used by other modal plan components of the PMT.

Although the primary distribution method of the Bus Modal Plan will be electronic, the consultant will also be responsible for preparing up to 20 color, bound hard copies of the final report.

Product – Bus Modal Plan component of the PMT

4.0 QUESTIONS & REQUEST FOR APPROVALS (RFA)

4.1 Questions

The CommBuys Q&A section is the opportunity for Bidders to ask written questions and receive written answers from the Procurement Management Team (PMT) regarding this Solicitation. All Bidders' questions must be submitted through the Q&A Tab in CommBuys (See "[Locating the Q&A section](#)," below). Questions may be asked only between the "QA Start" and "QA End" dates, specified in the RFR Procurement Calendar.

Please note that any questions submitted to the PMT using any other medium (including those that are sent by mail, fax or voicemail, etc.) will not be answered. To reduce the number of redundant or duplicate questions, Bidders are asked to review all questions previously submitted to determine whether the Bidder's question has already been posted.

Bidders are responsible for entering content suitable for public viewing, since all of the questions are immediately accessible to the public. Bidders must not include any information that could be considered personal, security sensitive, inflammatory, incorrect, collusive, or otherwise objectionable, including information about the Bidder's company or other companies. The PMT reserves the right to edit or delete any submitted questions that raise any of these issues or that are not in the best interest of the Commonwealth or this Solicitation.

Only written response(s) posted on the CommBuys Q&A section which has been "finalized" will be binding on the Commonwealth.

4.2 Locating the Bid Q&A section (Question and Answer)

Log into COMMBUYS, locate the Bid, acknowledge receipt of the Bid, and scroll down to the bottom of the Bid Header page. The "Bid Q&A" button allows Bidders access to the Bid Q&A page.

4.3 Submitting RFAs (Request for Approval)

When submitting RFAs all email inquiries should reference the RFR Title and document ID#, "**RFR # MDOTBOSTONFED8**" in the subject line of the email.

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All RFAs shall be submitted in the same manner as Question submittal, outlined in Section 4.1.

4.4 Submittal Process

All questions (including technical, contract, or administrative questions) concerning this RFR shall be submitted via the Q&A portal in CommBuys. Due date for submission of questions and RFAs is **12:00 p.m. EST, of the date listed in the procurement calendar at the end of this RFR**. MassDOT reserves the right to respond to inquiries as it deems necessary. All questions, answers and any addendums shall be posted on CommBuys and individual(s) and/or firm(s) are responsible for checking this website periodically for any updates.

5.0 PROPOSAL CONTENT & FORMAT

Instructions for Submission of Responses:

This Request for Responses (RFR) invites qualified Prospective Consultants to submit proposals for the specific services described in Section I. Scope of Services. These instructions prescribe the general format and content of the RFR response, so that Prospective Consultants can be evaluated on a comparative basis.

5.1 Audited Overhead Rate

Each Prospective Consultant must submit a valid, current audited overhead rate for its latest closed fiscal year. The audit shall be performed by a Certified Public Accountant in accordance with generally accepted auditing standards, including Standards of Governmental Organizations, Programs, Activities & Functions, published by the General Accounting Office, 1988 Revision (The Yellow Book).

5.2 Preparation of RFR Response

The RFR Response shall be submitted in the format specified in the instructions below and shall include all completed forms required in Section X. Each response shall show the full legal name and business address of the Prospective Consultant, including street address if different from the mailing address, and shall be signed and dated by the person or persons authorized to contractually bind the Prospective Consultant. Proposals by a partnership or joint venture shall list the full names and addresses of all partners or joint ventures. The state of incorporation shall be identified for each corporation that is a party as a Prospective Consultant.

The name of each signatory shall be typed below each signature. If requested by MassDOT Planning, satisfactory evidence of the authority of a signatory on behalf of the Prospective Consultant shall be furnished.

The preparation of an RFR Response shall be at the expense of the Prospective Consultant. Prospective consultants are responsible for fully examining this RFR,

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addenda (if any), and referenced documents. See General Information for bidders' responsibilities in obtaining addenda through CommBuys.

Bound proposals shall be submitted in the format described in Section VIII Parts C and D. All proposals submitted shall become the property of MassDOT Planning and will be subject to applicable Public Record laws.

Unless formal notification is made to the contrary, the MassDOT Planning contact person from issuance of the RFR until contract award shall be:

Scott Hamwey
Office of Transportation Planning
Massachusetts Department of Transportation
10 Park Plaza, Room 4150
Boston, Massachusetts 02116-3973
scott.hamwey@state.ma.us

Prospective consultants are not to address written or e-mailed questions to anyone other than the MassDOT Planning contact person, nor shall they attempt to obtain clarifications by phone or personal visit. The deadline for delivery of written or e-mailed questions to the above address is 12:00 p.m. one week from the initial RFR posting.

A pre-proposal meeting will be conducted at 10:30 a.m. on Tuesday, October 21, 2014 in the Conference Room at the Office of Transportation Planning, Massachusetts Department of Transportation, 10 Park Plaza, Room 4150, Boston, Massachusetts.

5.3 RFR Response Format and Contents

Letter of Transmittal

The Prospective Consultant's RFR Response shall include a letter of transmittal not to exceed three pages, signed by an individual, or individuals, authorized to bind the Prospective Consultant contractually.

The letter shall, at a minimum, indicate the following:

- The name of the consultant and any consultant team members;
- the name of the proposed project manager for the consultant;
- that the Prospective Consultant has already executed and filed the Commonwealth Terms and Conditions or that such document has been signed and is attached to the RFR Response;
- that the Prospective Consultant has provided an audited overhead rate for its latest closed fiscal year (see instructions in Section VIII Part A);
- that the RFR Response will remain valid for a period of nine (9) calendar months from its submission date and thereafter until the Prospective Consultant

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- withdraws it, or a contract is executed, or the procurement is terminated by MassDOT Planning, whichever occurs first; and
- the name, title, address, and telephone number of one or more individuals who can respond to requests for additional information, as well as the names of any individual(s) other than the signatory(s) who are authorized to negotiate and execute a contract on the Prospective Consultant's behalf.

Proposal Format

All information pertaining to the Prospective Consultant's approach to meeting the requirements of the RFR shall be organized and presented in the Prospective Consultant's RFR Response as prescribed below. These instructions must be strictly followed.

The RFR Response shall be organized as follows:

PART I: (Original and 10 full copies)

Section A: Qualifications

Section B: Technical Proposal

PART II: (Original and 10 full copies in a clearly marked sealed envelope separate from PART I)

Section C: Fee Proposal

The RFR Response shall be prepared providing a straightforward, concise delineation of the Prospective Consultant's commitment to satisfy the requirements of this RFR. Accuracy and completeness are essential. Omissions and ambiguous or equivocal statements will be viewed unfavorably and will be considered in the evaluation. Since all or a portion of the successful RFR Response may be incorporated into any ensuing contract, all Prospective Consultants are further cautioned not to make claims or statements that cannot be subsequently included in a legally binding agreement.

All Response requirements must be submitted for each party comprising the Prospective Consultant's organization (or joint venture) as well as all named sub-consultants and subcontractors.

MassDOT Planning may reject any RFR Response that does not meet these specific requirements.

5.4 RFR Response Contents: PART I Section A. Qualifications

The Prospective Consultant's Qualifications portion of its RFR Response shall contain the following information in the sequence presented and under the headings given. Prospective consultants who do not comply with this restriction may be considered non-conforming and summarily eliminated at the discretion of the Evaluation Committee that will be responsible for the evaluation of all RFR Responses.

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Project Team

Describe the Prospective Consultant's project team composition by indicating how it intends to perform the work, i.e., as an independent company, a partnership, a joint venture, or a combination involving a prime and sub-consultants. The role of each participating entity shall be fully described.

The Prospective Consultant shall detail specifically the work that it proposes to do with its own forces and the work to be performed by others. A reasonably approximate percentage of job hour effort shall be indicated for each such participating entity. MassDOT Planning does not favor any one of the above-named combinations over any other.

Qualifications of Prospective Consultant's Team and Personnel

Identify the key personnel to be assigned to this project. Include summary resumes of key personnel proposed to staff this project and descriptions of comparable projects performed by the personnel to be assigned to this work; limit the resume information provided to that which is timely and specifically relevant to this project. For each such key employee, indicate whether such employee is to be assigned on a full-time or a part-time basis. If an employee is to be assigned part-time, indicate what percentage of his or her time will be devoted to the work of this project. Identify the proposed project manager who will be responsible for the day-to-day execution of the project and relevant experience in leading similar efforts.

List the prospective consultant team's recent projects (no more than six) having the nature, complexity and time constraint, and management issues similar to those anticipated for this project. Additional project details may be provided in clearly marked appendices to PART I. Where possible, highlight projects completed by the key personnel from the proposed project team. Descriptions should detail the work completed by proposed project staff, rather than other, non-team members of the same firm.

Provide the names of at least six clients for whom the Prospective Consultant and sub-consultants has performed work similar to that proposed, and who may be contacted as references. Preferably, these references should include governmental agencies similar to MassDOT and should include the recent projects cited above. Use the Business Reference Form provided in Section X. It is strongly recommended that at least three references be from entities other than Massachusetts state agencies and quasi-agencies (such as MassDOT and the MBTA). Any references from MassDOT should be from offices other than the Office of Transportation Planning.

Consultant Office and Staffing Plan

Standard Contract provisions require the consultant to maintain an adequately staffed local office. Any exception to this provision shall require a waiver by

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MassDOT Planning. Local offices should be able to be used for project meetings (both internal and external if necessary) at the request of MassDOT.

Indicate the intent of the Prospective Consultant relative to office location, functions, and work to be performed there, and the anticipated resident staff. Final details are not required at this time. Also include the following: 1) project organization chart and, 2) staffing schedule chart indicating present and future staffing commitments to the Prospective Consultant's other ongoing or upcoming projects and how this work will be staffed.

Project organization charts should include an indication of which staff member from each sub-consultant will be the primary contact for that entity. Staffing schedule charts should include the specific current or anticipated projects for each staff member, including the approximate end-date of those commitments.

5.5 RFR Response Content PART I Section B. Technical Proposal

The Technical Proposal shall conform to the following format:

1. The Technical Proposal shall be printed on white paper with dimensions of 8.5 by 11 inches with right and left margins of one inch.
2. The Technical Proposal shall use Times New Roman font with a minimum size of eleven points.
3. The Technical Proposal shall adhere to a maximum page limit of 60 pages (30 double sided sheets) in response to this RFR. The contents of the Qualifications Section shall not count toward the 60 page limit.
4. Each page of the Technical Proposal shall include a page number of total pages and identification of the respondent in the page footer.

The technical portion of the RFR Response shall contain the following information in the sequence presented and under the headings given below. Prospective consultants who do not comply with this format may be considered non-conforming and downgraded at the discretion of the Evaluation Committee.

MassDOT Planning encourages prospective consultant teams to exercise their creativity, innovation, and expertise in the development of their proposals. MassDOT Planning also encourages prospective consultant teams to think critically and deeply about the scope, and to ensure that the proposals submitted will allow the General Objectives of the project (see Scope of Services document) to be met. Lastly, MassDOT Planning looks forward to receiving high-quality, thoughtful proposals that will allow for the successful execution of this crucially-important project.

Understanding the Scope of Services

Describe the Prospective Consultant's general understanding of the scope of services and the key issues associated with performing the required consulting services in the specific functional areas involved. In addition, include statements

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covering the Prospective Consultant's familiarity with the project and describe unusual conditions or problems the Prospective Consultant believes may be encountered. The respondent's views on the challenges/opportunities of the tasks of this project can be included in this section.

Provide a project task list and description of each task following the order presented in the Scope of Services. But, while it is important that each task outlined in the Scope of Services be touched upon in this section, a successful consultant team will focus more energy on the tasks that will require significant creativity and innovation, and comprise the majority of hours on the project.

Approach and Methods

Describe clearly and in detail the work plan and mechanics of how the Prospective Consultant will accomplish each of the tasks outlined in the scope of services. Special methods, techniques, or personnel required by a particular task should be covered in detail. Respondents should expand on the generalized outline of methods contained in the scope with specific details of how the tasks could be best accomplished, and, at the option of the respondent, propose additional and/or alternate methods aimed at improving the study processes and/or technical procedures.

Note: Between the above two sections, Prospective Consultants should clearly demonstrate how their understanding of the issues and approach to the study make them well suited to conduct the work. This type of information can be contained in either section, or both sections.

Demonstration of Capacity to Perform Work Within Schedule and Budget

Clearly demonstrate how the Prospective Consultant intends to deliver the products identified in the project task list, on schedule and within budget. Describe the intended method of task budget planning and control. MassDOT expects that the selected consultant team will share MassDOT's commitment to quality assurance and control. MassDOT also expects that, given the size of this contract, the selected consultant team will dedicate substantial resources to ensuring sufficient and appropriate project control. Consultant teams should take care to expand upon the means and methods used in this proposal. It is expected that this contract will be in effect for 36 months starting from the effective date of a notice-to-proceed issued by MassDOT Planning.

5.6 RFR Response Contents: PART II Section C. Fee Proposal

The Fee Proposal shall be based upon a detailed work plan for the required services including estimates of classified job hours for each specific work task, all direct and indirect labor costs, a net fee, and direct expenses that the selected consultant and its sub-consultants, if any, expect to encounter in the performance of the required services.

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Cost estimates should include the number of project hours allocated for all proposed staff, including project manager(s) and/or team leaders, and any sub-consultants or sub-contractors. Estimates for sub-consultants are required regardless of proposed payment method (direct expenditure or direct labor). Cost proposals must also include an allocation of hours to each project task (expressed in numbers and percentages of total project hours), including time allocation estimates for meetings. Detail on proposed direct costs must also be included within the Fee Proposal, with a level of detail rigorous enough for MassDOT to understand the purpose of each direct cost allocation. Fee Proposals should also include a cover letter, outline the team's general approach to allocating funds, and call attention to any specific questions or concerns about the Fee Proposal. Overall, the submitted Fee Proposal should include as much detail as possible. There is no limit on the length of the Fee Proposal.

The initial duration of the contract is 12 months with the condition that the contract shall be terminable at the direction of MassDOT Planning if state funding is not authorized or approved.

5.7 Electronic Signatures

Bids submitted via CommBuys must be signed electronically by the Bidder or the Bidder's Agent by selecting the "Agree to All" link in Step 2 of the Online Submission wizard. By selecting "Next Step" on the "Forms & Terms" tab after acknowledging all of the forms on that tab, the submitter attests that s/he is an agent of the Bidder with authority to sign on the Bidder's behalf, and that s/he has read and assented to each document's terms.

5.8 File Naming Conventions

Files submitted via SmartBid must follow the file naming convention specified below. The Description entered during the file upload process ensures each file is readily identified by Company Name and content. The File Name assigned by the Bidder as stored on their computer or network must be structured such that each file can be processed by the upload tool. The upload tool will reject any file name that includes spaces or symbols, like the brackets [] some systems apply when files are downloaded from the Internet.

RFR Section or Response Component	Description Enter in SmartBid during upload	File Name Assign when creating files
Vendor Response Form	Vendor Response Form	CompanyName_Vendor Response Form

5.9 File Size Limits

There is no limit regarding file size.

5.10 Duplicate File Names Not Accepted

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Once a file has been submitted, CommBuys will not accept another file with the same name. This is the case even with files that are modified or have been withdrawn. If it is necessary to resubmit a file, add an underscore and numeric suffix to the company name, for example, CompanyName_2_FootCat.

5.11 File Format Restrictions

Bidders must submit file formats readable by MS Word 2000 or later, or by Adobe Acrobat Reader or MS Excel. All scanned documents must be in .pdf or .gif format, and must be scanned in such a way that they can be read on a computer monitor and printed on 8 1/2" x 11" paper, unless otherwise specified. Forms provided for the Bidder to complete, with the exception of the standard Forms located on the Solicitation's Forms & Terms tab, must be completed and submitted in their original formats, NOT scanned and submitted as PDF or other file types.

5.12 Withdrawing a Response

5.12.1 Prior to Close Date

Bids may be withdrawn using the Withdraw icon offered on the subscriber's Response Desktop in CommBuys.

5.12.2 After Close Date

No Bid can be withdrawn after the Close Date. If the Bidder wants to remove a Response from consideration, contact the Project Team Lead (PTL) for guidance.

5.13 Disadvantaged Business Enterprises (DBE)

THIS SECTION REPLACES THE SUPPLIER DIVERSITY PROGRAM (SDP) MENTIONED IN THE RFR REQUIRED SPECIFICATIONS -Section 1.1

The following language describes the Supplier Diversity Program (SDP) requirements for this Proposal and replaces any and all other SDP requirements contained in the Required Specifications portion of this solicitation and the Operational Services Division RFR required specifications revision of March 2010.

This RFR is subject to 49 CFR Part 26. Therefore, the Contractor is obligated to meet the requirements for DBE participation as set forth herein. These requirements are in addition to all other equal opportunity employment requirements of this Contract. MassDOT shall make all determinations with regard to whether or not a bidder is in compliance with the requirements stated herein. In assessing compliance, MassDOT may consider during its review of the bidder's submission package, the bidder's documented history of non-compliance with DBE requirements on previous contracts with MassDOT.

5.13.1 Contract Assurance

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The Contractor, sub-recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. The Contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or such other remedy as MassDOT deems appropriate.

5.13.2 DBE Participation

For the purpose of this Contract, MassDOT will accept only DBEs that are:

5.13.2.1 Certified, at the time of bid opening, by the Massachusetts Supplier Diversity Office as DBE's

5.13.3 DBE Participation Goal

The DBE participation goal for this Contract is set at (13%). This goal represents those elements of work under this Contract performed by qualified Disadvantaged Business Enterprises for amounts totaling 13% of the total cost to the bidder. Failure to meet the stated goal at the time of proposal submission may render the bidder non-responsive in absence of acceptable Good Faith Efforts as outlined below.

5.13.4 Proposed Submission

Each bidder, as part of its submission, shall supply the following information:

5.13.4.1 A list of those qualified DBE's with whom the bidder intends to contract for the performance of portions of the work under the Contract, the agreed price to be paid to each DBE for work, the Contract items or parts to be performed by each DBE, a proposed timetable for the performance or delivery of the Contract item, and other information as required by the DBE Schedule of Participation (DBE - Schedule of Participation.doc attachment). No work shall be included in the Schedule that the bidder has reason to believe the listed DBE will subcontract, at any tier, to other than another DBE.

5.13.4.2 An original DBE Letter of Intent (DBE - Letter of Intent.doc attachment) from each DBE listed in the DBE Schedule of Participation. Any subsequent changes and/or substitutions of DBE firms will require review and written approval by MassDOT.

5.13.5 Good Faith Efforts

If the bidder is unable to meet the goal set forth in Section 5.7.3 (DBE Participation Goal), MassDOT will consider the bidder's documented good faith efforts to meet the goal in determining responsiveness. The types of actions that MassDOT will consider as part of the bidder's good faith efforts include, but are not limited to, the following:

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- 5.13.5.1 Documented communication with MassDOT's DBE Coordinator (questions of RFR requirements, subcontracting opportunities, appropriate certification, will be addressed in a timely fashion);
- 5.13.5.2 The bidder's own solicitations to obtain DBE involvement in general circulation media, trade association publication, minority-focus media and other reasonable and available means within sufficient time to allow DBEs to respond to the solicitation;
- 5.13.5.3 Written notification to DBE's encouraging participation in the proposed Contract; and
- 5.13.5.4 Efforts made to identify specific portions of the work that might be performed by DBE's.

The bidder shall provide the following details, at a minimum, of the specific efforts it made to negotiate in good faith with DBE's for elements of the Contract:

- 5.13.5.5 The names, addresses, and telephone numbers of DBE's that were contacted;
- 5.13.5.6 A description of the information provided to targeted DBE's regarding the specifications and bid proposals for portions of the work; and
- 5.13.5.7 Efforts made to assist DBE's contacted in obtaining bonding or insurance required by the bidder of MassDOT.

In determining whether a bidder has made good faith efforts, MassDOT may take into account the performance of other bidders in meeting the Contract goals. For example, if the apparent successful bidder failed to meet the goal, but meets or exceeds the average DBE participation obtained by other bidders, MassDOT may view this as evidence of the bidder having made good faith efforts.

5.13.6 Administrative Reconsideration

Within five (5) business days of being informed by MassDOT that it is not responsive or responsible because it has not documented sufficient good faith efforts, the bidder may request administrative reconsideration. The bidder should make this request in writing to the Procurement Team Leader. The Procurement Team Leader will forward the bidder's request to a reconsideration official who will not have played any role in the original determination that the bidder did not document sufficient good faith efforts.

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As part of this reconsideration, the bidder will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. The bidder will have the opportunity to meet in person with the assigned reconsideration official to discuss the issue of whether it met the goal or made adequate good faith efforts to do so. MassDOT will send the bidder a written decision on its reconsideration, explaining the basis for finding that the bidder did or did not meet the goal of make adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable.

5.13.7 Termination of DBE Subcontractor

The Contractor shall not terminate for convenience the DBE subcontractor(s) listed in the DBE Participation Schedule and then perform the work of the terminated DBE subcontractor with its own forces or an affiliate without MassDOT's prior written consent. When a DBE subcontractor is terminated or fails to complete its work on the Contract for any reason, the Contractor shall make good faith efforts to find another DBE subcontractor to substitute for the original DBE and immediately notify MassDOT in writing of its efforts to replace the original DBE. These good faith efforts shall be directed at finding another DBE to perform at least the same amount of work under the Contract as the DBE that was terminated, to the extent needed to meet the Contract goal established for this procurement. Failure to comply with these requirements will be in accordance with Section 5.7.i (Sanctions for Violations).

The Prime Contractor must give the DBE five (5) business days to respond to the Prime Contractor's notice. The DBE must advise MassDOT and the Contractor of the reasons, if any, why it objects to the proposed termination of its subcontract and why MassDOT should not approve the Prime Contractor's action. If required in a particular case as a matter of public necessity (e.g., safety), MassDOT may provide a response period shorter than five (5) business days.

5.13.8 Continued Compliance

MassDOT shall monitor the Contractor's DBE compliance during the life of the Contract. In the event this procurement exceeds ninety (90) days, **it will be the responsibility of the Contractor to submit quarterly written reports to MassDOT** that summarize the total DBE value for this Contract. These reports shall provide the following details:

5.4.8.1 DBE utilization established for the Contract;

5.4.8.2 Total value of expenditures with DBE firms for the quarter; and

5.4.8.3 Total value of expenditures with DBE firms from inception of the Contract.

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Reports and other correspondence must be submitted to the Project Manager. Reports shall continue to be submitted quarterly until final payment is issued or until DBE participation is complete.

The successful bidder shall permit:

- MassDOT to have access to necessary records to examine information as MassDOT deems appropriate for the purpose of investigation and determining compliance with this provision, including, but not limited to, records of expenditures, invoices, and contracts between the successful bidder and other DBE parties entered into during the life of the Contract.
- The authorized representative(s) of MassDOT, the U.S. Department of Transportation, and the Comptroller General of the United States, to inspect, audit, and record all data of the Contractor relating to its performance under the Disadvantaged Business Enterprise participation provisions of this Contract.

5.13.9 Sanctions for Violations

If at any time MassDOT has reason to believe that the Contractor is in violation of its obligation under Section 5.7 (Disadvantaged Business Enterprise) or has otherwise failed to comply with the terms of this Section, MassDOT may, in addition to pursuing any other available legal remedy, commence proceedings, which may include but are not limited to, the following:

- 5.13.9.1 Suspension of any payment or part due the Contractor until such time as the issues concerning the Contractor's compliance are resolved;
- 5.13.9.2 Termination or cancellation of the Contract, in whole or in part, unless the successful Contractor is able to demonstrate within a reasonable time that it is in compliance with the DBE terms stated herein.

5.14 Affirmative Action/Equal Employment Opportunity (AA/EEO)

5.14.1 Affirmative Action/EEO Plans

- 5.14.1.1 Selected bidders with **50 or more** employees and an estimated **contract value of \$50,000 or more** are required to have an Affirmative Action/EEO Plan for the current year on file with the Massachusetts Department of Transportation. The plan must comply with the provisions of 41 C.F.R. Part 60-2.

- 5.14.1.2 **Affirmative Action/EEO Plans** can be submitted to the MassDOT

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Office of Diversity and Civil Rights for review along with the bidder's response to this RFR. If a bidder has an Affirmative Action/EEO Plan on file with MassDOT, the bidder may submit a MassDOT Affirmative Action/EEO Plan Certification in lieu of the actual plan. A certificate may be obtained by submitting an Affirmative Action/EEO Plan signed by the bidder's CEO to the MassDOT Office of Diversity and Civil Rights – Attention: Miguel Fernandes.

5.14.2 Affirmative Action/EEO Policy

5.14.2.1 Selected bidders with **less than 50** employees and an estimated **contract value of \$50,000 or more** are required to have an Affirmative Action/EEO Policy for the current year on file with the Massachusetts Department of Transportation

5.14.2.2 **Affirmative Action/EEO Policies** can be submitted to the MassDOT Office of Diversity and Civil Rights for review along with the bidder's response to this RFR. If a bidder has an Affirmative Action/EEO Policy on file with MassDOT, the bidder may submit a MassDOT Affirmative Action/EEO Plan Certification in lieu of the actual plan. A certificate may be obtained by submitting an Affirmative Action/EEO Policy signed by the bidder's CEO to the MassDOT Office of Diversity and Civil Rights.

5.14.3 Affirmative Action/EEO Analysis

5.14.3.1 Bidders **with 10 – 49 employees** must submit the following in addition to the Affirmative Action/EEO Policy: a workforce analysis that delineates the consultant's workforce by race, gender and EEO4 category; the consultant's information dissemination policy; a description of how the bidder's organization informs employees of its AA policy; and a copy of the bidder's complaint process that articulates how the bidder handles employee allegations of civil rights violations.

5.14.3.2 Firms **with less than ten (10)** employees are required to submit an Affirmative Action/EEO Policy, but are not required to submit the Affirmative Action/EEO Analysis.

6.0 BID EVALUATION

The right is reserved, as the interest of MassDOT Planning may require, to reject any or all Responses to the RFR and to waive any informality in Responses that are received. MassDOT Planning also reserves the right at any time before responses are due to cancel these RFR requirements, or, after receipt and evaluation, to

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modify these requirements or cancel them entirely, or to initiate a new RFR.

To be considered responsive to the RFR, and consequently subject to further consideration, all proposals must meet the following three minimum evaluation criteria:

1. Completeness of proposal
2. Avoidance of conflicts of interest prohibited under law
3. Submission of SDP Plan

Vendor responses should include all available detail on the topic area in order to enable MassDOT to adequately assess the response to meet the stated requirements.

Failure to include a response to any requirement will be deemed non-responsive and will result in disqualification.

MassDOT will evaluate whether the proposal clearly defines the full and final cost of the services to be incurred by bidder. As cost is a significant part of the selection process, any ambiguity with respect to cost, may result in disqualification. Any and all charges for proposed services associated with the RFR must be disclosed in writing. MassDOT reserves the right to negotiate profit and overhead percentages with each bidder.

6.1 Selection Process

6.1.1 Selection of the bidder(s) will focus on their responses to all identified requirements, and will be awarded to the bidder with the highest score based upon a scale of values to be assigned by the Procurement Team prior to opening responses.

6.1.2 MassDOT reserves the right to conduct interviews with the top three scorers. Based on review of the responses, qualifications and pricing, finalist candidates may be selected for interview. MassDOT may interview three of the top ranking Respondents that submitted responsive Proposals. The timing of the evaluation of bidders and all other steps in the evaluation or award process shall be based on the sole discretion of MassDOT.

6.1.3 Oral Presentation

Following an initial evaluation of RFR responses, prospective consultant teams found to be qualified and most responsive to the seven comparative evaluation criteria may (at the discretion of MassDOT Planning) be invited to make an oral presentation of their RFR Responses to an Evaluation Committee and, possibly, other interested parties invited by the committee.

Presentations must be made primarily by the prospective consultant's proposed project manager, with support and input from other top-level team members expected to be assigned to this work. Such oral presentations will, as a general rule, include approximately 45 minutes for presentation plus 45 minutes for questions.

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The presentation may also include a short interactive activity, which would help to evaluate a prospective consultant team's teamwork, critical thinking, responsiveness, and presentation skills. These limits and activities may be changed by the Evaluation Committee.

7.0 PROPOSAL EVALUATION

A review committee, made up of members of the Transportation Planning Department, will evaluate all qualified responses. The committee will select one or more responders that are qualified based upon a combination of the following:

1. Experience/Qualifications
2. Methodology
3. Cost
4. Presentation

MassDOT may choose to work with one or more contractors based upon proposals received. The committee reserves the right to reject all proposals, based on either technical content or cost. Although it may conduct interviews of finalists among responders, the committee reserves the right to recommend to the MassDOT the award of a contract to the most qualified responder(s) without conducting in-person interviews.

8.0 INSTRUCTIONS FOR SUBMISSION OF PROPOSALS

8.1 Submissions

8.1.1 How to Submit a Bid Response

All Bidders may begin creating and compiling response materials as soon as the Solicitation containing files on the Forms & Terms tab and the Specifications tab is in an OPEN Document Status. When submitting response materials prior to the Solicitation Close Date, the ability to upload documents is only available to active CommBuys account holders after the Solicitation Amendment Deadline has passed. Once the Solicitation Close Date and Time has passed, interested Bidders will be unable to submit a Response online.

8.1.2 Bid Response Method

All Bids must be submitted in CommBuys.

8.1.3 CommBuys Support

Technical assistance is available during the procurement process. Every effort is made to respond to inquiries within one business day.

Website: Go to www.mass.gov/osd and select the CommBuys Resource Center link offered within the Conduct a Procurement menu.

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Email: Send inquiries to the CommBuys Helpdesk at commbuys@state.ma.us

Telephone: Call the CommBuys Helpline at 1-888-MA-STATE (1-888-627-8283). The Helpline is staffed from 8:00 AM to 5:00 PM Monday through Friday Eastern Standard or Daylight time, as applicable, except on federal and state holidays.

8.1.4 Bid Response Deadline

All Bids must be received, in CommBuys, by MassDOT before the specified date, month, year and time displayed on the Solicitation's Summary page within the Close Date field. Times are Eastern Standard/Daylight Savings (US), as applicable. All Bidders are advised to allow adequate time for submission by considering potential delays such as internet or other issues. MassDOT is not responsible for delays encountered by Bidders or their agents.

8.1.5 Bid Package

Bidders submitting bids must reference "MDOTBOSTONFED11" on all submitted bid documents.

8.2 Attachments

The following list of attachments includes documents that **must** be submitted with your proposal. A bidder's failure to include these items in the proposals **will** cause the proposal to be determined to be non-responsive and the proposal will be rejected. The additional attachments are not required to be submitted with your RFR response, however, you are required to adhere to all clauses and terms and conditions. Additional attachments will be incorporated during contract execution, should your bid be selected.

8.2.1 Attachments **Required** with Qualifications Statement Submission:

Bidder Response Form (1 page) which consists of the following:

- RFR Submission Checklist
- Federal Clauses
- Federal Certifications
- Contractor Authorized Signature Verification Form
- Consultant Contractor Mandatory Submission Form
- W-9 Form
- Prompt Pay Discount Form
- Business Reference Form
- DBE Letter of Intent
- DBE Schedule of Participation
- Affirmative Action/EEO Plan (50 or more employees) (if applicable)

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- Affirmative Action/EEO MassDOT Approved Certification (in lieu of AA/EEO Plan/Policy, if available)
- Affirmative Action/EEO Policy (Less than 50 employees) (if applicable)
- Affirmative Action/EEO Analysis (Between 10 and 40 employees) (if applicable)
- MassDOT Terms and Conditions

8.2.2 Additional Attachments: To be completed upon Award of Contract:

- MassDOT Standard Contract Form
- Authorization for Electronic Funds Payment (EFT)

Bidders who signed these forms electronically via CommBuys online submission tools must still submit the above forms with ink signatures within seven (7) calendar days of award notification or their contract may not be executed by the MassDOT. Bidders who have previous contract(s) with the MassDOT and have up-to-date, ink-signature versions of the MassDOT Terms and Conditions and Request for Taxpayer Identification and Verification (Mass. Substitute W9 Form) on file with the Office of the State Comptroller may submit copies of the signed forms. However, a new Standard Contract Form and Contractor Authorized Signatory Listing with original ink signatures must be submitted for each new contract with the MassDOT.

8.3 Alterations

Bidders may not alter (manually or electronically) the Bid language or any Bid component files, except as directed in the RFR. Modifications to the body of the Bid, specifications, terms and conditions, or which change the intent of this Bid are prohibited and may disqualify a Quote.

8.4 Deadline

The deadline for submitting responses is **3:00 p.m. (EST) of the proposal due date listed in the procurement calendar. Late bids will not be accepted.**

9.0 PROCUREMENT CALENDAR

RFR RELEASE DATE:	SEP 26, 2014
WRITTEN INQUIRIES (QA START):	SEP 29, 2014
WRITTEN INQUIRIES (QA END):	OCT 06, 2014
WRITTEN ANSWERS TO INQUIRES:	OCT 21, 2014
PROPOSALS DUE:	NOV 04, 2014
PROCUREMENT MANAGEMENT TEAM	
COMPLETES PROPOSAL REVIEW:	NOV 25, 2014
CONTRACT AWARD DATE(ESTIMATED):	DEC 16, 2014